# Factors Elevating Collaborative Group Processes
## (or alternatively, dragging them downward) Ver4
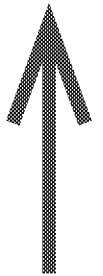
## Collaborative attitude
- Respect, appropriate levels of trust
- Flexibility and willingness to engage in self reflection
- Use of reliable data and processes
- Work to satisfy the bona fide interests of all stakeholders
- Sufficient transparency, data are freely shared and explained
- Healthy balance of creativity, pragmatism and risk

## Efficient effective communication
- Conversation replaces debate
- Willingness to listen and learn from each other
- Use of reliable data and processes

## Collaborative structure
- Issues are suitable for collaboration
- All needed participants are qualified and motivated representatives
- "Results driven" process
- Participants are accountable to the process and each other
- Participants effectively address diversity and power symmetry
- Adaptation – the process is flexible and responsive to change and new perspectives
- Participants work both on the task as well as their functioning relationship

## Collaborative Group Processes

**Factors elevating the processes**

## Factors pulling processes downward

Wrong program pace - too little time allowed for complex matters
Lack of collaborative leadership
Unrealistic expectations
Lack of clarity about the desired outcomes
Lack of needed data or expertise to assess the data
Dysfunctional participants - perhaps caused by long history
  of conflict, participants who seek to undermine the process,
  low disclosure, hidden agendae, misrepresentation, denial - avoidance,
  or desire to punish
Faux participation -  participation is for "show" or merely to confront the other
External pressures - for example, outside parties, senior management, politics
Group reluctance to make needed decisions
Decision errors or barriers - such as oversimplification of the
  conflict, exaggeration of the conflict, overconfidence in your own
  judgment, decision shortcuts, stereotyping, or reactive devaluation